ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Uniform Planning Procedures for the DDA

STAT FROM:

Policy and Plans Group
4-E-70 Headquarters

EXTENSION	NO.
	DATE
	7 December 1981

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DD/PSI				Attached FYI is a copy of the OS Five-Year Plan that was submitted to the DDA on 2 Dec. 81. The Plan itself is very general as you will note. The only section requiring any action in the near future is Section V. The DDA will ask for quarterly status reports on some or all of first year objectives that OS submitted. In addition, general Directorate status reports from DD/PSI and DD/PTAS are anticipated. The responsible officers for each of the other objectives should expect to report on their respective functions. Reportedly, the reports are to be informal and verbal with no requirement for extensive preparation. We will keep you informed of developments.
2. DD/PTAS				
3. C/GSE				
4. C/SEG				
5. C/ISSG				
6. C/Policy Branch/PPG				
7.				
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Uniform Planning Procedures for the DA

STAT
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Director of Security
4E-60, Hdqs.

	EXTENSION	NO.	
		DATE	2 DEC 1981

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DDA 7D-24, Hdqs.				
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FORM 610 USE PREVIOUS
1-79 EDITIONS

2   DEC 1981

MEMORANDUM FOR: Deputy Director for Administration

25X1   FROM:

Director of Security

SUBJECT: Uniform Planning Procedures for
the Directorate of Administration

Harry:

1. Reference is made to your memorandum of 2 November 1981 requesting the Office of Security to prepare a five-year plan, including goals and objectives with milestones at 90-day intervals during the initial year.

2. Attached herewith is a basic plan, generated in accordance with the DDA Management Staff guidelines. While we will, of course, communicate on Office of Security developments in whatever format you prefer, status reports on a quarterly basis seem to focus attention on immediate short-range objec- tives, along Management by Objective (MBO) lines. We in Security, on the other hand, have been pressing for the develop- ment of an Office long-range strategic plan, similar to plans formulated by the Offices of Logistics and Communications, and attuned to the 1986-1990 state of the Agency. I have some concern that MBO-style reporting could become too structured on current events, detracting from serious substantive planning downstream. In my opinion, we should direct our primary planning effort at determining where we should be in eight to ten years, while tracking short-term goals through the normal budget process.

3. I would be pleased to discuss my views, which may or may not be shared by other office managers in the Directorate of Administration.

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Attachment

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OS 1 2356/A

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SUBJECT: Uniform Planning Procedures for the DA

Distribution:
  Orig & 1 - Adse
     1 - D/Security
     1 - D/Security
     1 - OS Registry
     1 - PPG Chrono

STAT OS/P&M/PPG   cbt (1 Dec 81)

SECRET

OFFICE OF SECURITY

FIVE-YEAR PLAN

I.   INTRODUCTION

This is the Office of Security Five-Year Plan for the
fiscal years 1982 through 1986. Based upon assumptions of
increased CIA strength, more operational activity and accelerated
automation, the goals and objectives are structured to support
increased Agency requirements without an equivalent increase in
security resources. These include optimum development and utili-
zation of personnel, increased automation, and research and
development of better technical security techniques. Personnel
security and support to the Intelligence Community will continue
as important activities. Primary objectives and targets for
FY 1982 have been delineated by quarters beginning 1 October
1981.

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II.   ASSUMPTIONS

A.   It is assumed that the authorized personnel ceiling of the Agency will increase significantly during the planning period. The majority of this increase will occur in fiscal years 1982, 1983 and 1984. This increased Agency manning authorization will require a commensurate increase in applicant processing actions and in employee personnel security activity.

B.   The increase in Agency personnel strength will result in growth in security support requirements. Expansion of domestic operational functions, additional technical collection systems, increased overseas activities, and more joint Intelligence Community responsibilities will each contribute to the increased demand for personnel clearance activities and operational security expertise.

C.   Accelerated utilization of information handling systems, both domestically and overseas, will require significantly increased security involvement to ensure the security integrity of these systems. Additional resources, both personnel and funds, will be required to keep pace with the rapid advancements in this technology. The specialized nature of this field will require the recruitment of qualified personnel from outside the Agency as well as the development of expertise from within. This will mandate increased use of the development complement mechanism for extended training requirements.

D.   The authorized strength of the Office of Security (OS) will not grow in proportion to the growth of the Agency or to the growth in support requirements. The shortfall must be accommodated through: (1) realignments in functions and personnel; (2) increased efficiencies and cost cutting methods; and (3) introduction of automated information handling technology.

E.   Emphasis on efficiency and cost reduction will dictate that the generalist security officer will continue to be the cornerstone of the security program. The typical security officer will be expected to handle personnel security processing, security education, physical and technical security, operational security and overseas security assignments. Consequently, general career development of OS careerists is essential.

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III.   GOALS

A.   Maintain a viable, worldwide security program to provide the necessary levels of protection for Agency activities, personnel, facilities, and intelligence sources and methods, and assist the Director of Central Intelligence in carrying out his security responsibilities to the Intelligence Community (IC).

B.   Assure that personnel management continues to provide a work environment for OS personnel which encourages individual development and provides each employee the opportunity to fully develop potential. Continue to incorporate EEO, affirmative action and training programs into the process. At all levels, encourage dedication to personal integrity, high standards of security, cooperation and teamwork, and a deep sense of pride in self and mission accomplishment. Reaffirm that succession planning for senior management positions remains realistic.

C.   Promote efficiency and productivity in the use of human resources by assuring a clean and safe work environment, streamlining records holdings, identifying and eliminating duplications of effort. Use cost saving techniques to maximize the use of existing resources and minimize new resource needs for developing requirements.

D.   As a service-oriented Office, respond promptly and efficiently to the Agency's changing needs as they impact upon personnel security, physical security, security education, and personal protection of Agency human and static assets.

E.   Utilize research and development programs to exploit "state-of-the-art" capabilities in areas of physical security equipment, audio countermeasure technology, and personal protection hardware.

F.   Continue to provide services of common concern to the IC in a prompt, efficient and innovative manner, assuring that they are neither duplicated by other government organizations nor susceptible to more efficient performance by commercial contract.

G.   Assure that security support for CIA Disaster/ Emergency Planning focuses on contingency planning and provides mechanisms and procedures to maintain essential security support capabilities under adverse conditions.

IV.   OBJECTIVES

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B.   Support the IC through aggressive participation in the DCI Security Committee process, security research and development initiatives; as executive agent of the Interagency Training Center and the 4C automated system; and as executive administrator of Agency funds supporting the construction security requirements of the new American Embassy in Moscow.

C.   Promote the efficiency and increase the productivity of office personnel by providing improved methods for information handling and transfer among components. Within Headquarters and between Headquarters and the field offices, continue the development of the Security Communications Improvement Project (SCIP) and bring the Security Information Management System (SIMS) on line. These systems will automate field office information handling procedures and replace an existing outmoded Security Automated Name Check Activity (SANCA) data base. They will ultimately interface with one another.

D.   Continue the present personnel management policies of (1) acquiring top quality applicants through the Office of Security's Professional Applicant Review Committee (OS/PARC) process, hiring security generalists in a manner attuned to EEO and affirmative action principles; (2) assuring that the OS career development panels afford each employee the opportunity to develop potential to the fullest; and (3) assuring realistic succession planning for senior management positions through the Senior Officer Development Program.

E.   Continue to pursue a vigorous internal Agency security program, the key elements of which are (1) reinvestigations and repolygraphs within the five-year cycle concept; (2) comprehensive indoctrination of new employees, seminars with probationary employees and unit-by-unit reindoctrinations of all Agency elements; (3) aggressive leak investigations of the unauthorized disclosure of classified information; (4) internal Agency security audits, emphasizing security procedures and document control; and, (5) industrial security audits, with polygraphs of key contractor employees.

G.   Meet the security threat caused by the dramatic
expansion in automated information handling systems by assigning
more people to the information systems security program. This
expanded program would (1) establish security test and analysis
requirements for existing and developing new ADP systems; (2)
provide a greater audit capability to monitor Agency, contractor
and Agency-operated IC systems; and (3) define network hardware
and software security mechanisms, policies and standards for
Agency and IC system architectures; (4) determine the security
requirements for information processed and stored in Agency word
processing systems; and, (5) maintain the dynamic, state-of-the-
art information systems security training and education
program.

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I.   Support as necessary the Agency's Disaster/Emergency
Planning activities.

V.   FIRST-YEAR SCHEDULE

      The first-year schedule for the Office of Security Five-Year Plan is delineated in the charts which follow.

SUMMARY OF OBJECTIVE 82-01

OBJECTIVE STATEMENT: Phased Introduction of Automated Information-
Handling Technology to Office Activities.

      The Office has long recognized the increased efficiencies associated with automated information handling technology to office activities. Representatives of the Office of Data Processing (ODP) conducted feasibility studies in FY 1980/1981. In FY 1981, an ODP detailee was assigned to the Office and test bed hardware was obtained. The automation program has two major thrusts: (1) the Security Communications Improvement (SCIP) Project; and (2) the Security Information Management System (SIMS). Project SCIP will significantly upgrade the handling and transfer of information within Headquarters

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electronic mail, eliminating time-consuming mail delays. Project SIMS initially will speed case processing time at Headquarters through an improved data base and terminal
25X1 upgrade program.
25X1.   FY 1982 funding needs are absorbed by the Office, and approximately $750K is earmarked in the FY 1983 budget for these efforts.

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SUMMARY OF OBJECTIVE 82-02

OBJECTIVE STATEMENT: Establishing Computer Networking Security Requirements.

        Establish data security requirements, define network hardware and software
security mechanisms, and develop policies and standards for a variety of Agency and
Intelligence Community system network architectures. This objective will determine the
risk to data integrity and confidentiality in Agency networks, define user and system
network security requirements and control mechanisms, and integrate the requirements and
mechanisms into the network architecture. The result will be the establishment of
computer networking policies and standards.

        Within the first year, the Information Systems Security Group will complete a
comprehensive review of CIA and IC network architectures. The objective will be the
identification of controls sufficient for an "acceptable level of security" in networked
systems. Policy will then be developed and formulated.

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SUMMARY OF OBJECTIVE 82-04

OBJECTIVE STATEMENT: Establish an Initial Operating Capability (IOC) of the 4C
                     System.

     As a service of common concern to the Intelligence Community, the Office of Security
is responsible for the construction and maintenance of the community wide, computer
assisted compartmented control system (4C) to record SCI accessed personnel. An initial
operating capability (10C) for all CIA components is planned for June 1982, with the non-
DoD NFIB principals (State, Treasury, FBI) to follow soon thereafter. Accuracy of the
existing data must be verified and additional information obtained by reviewing individual
security files before the 4C system can be fully programmed.

     Contingent upon the availability of KG-84 encryption devices from NSA, the Washington
area DoD participants will join the system in the Summer of 1982.

     After a "shakedown" period, the system will expand to the unified and specified
commands (SAC, CINCEUR, CINCLANT) and major overseas commands in calendar 1983. Once
fully operational the 4C system will replace the costly exchange of cables between using
elements.

     The design and acquisition phase of the project, carried out in FY 1981, was funded
through $3.8 million in the ICS portion of the NFIP budget. The OS budget contains $.9
million in FY 82, $1.3 million in FY 83 and $1.4 million each in FY 84 and FY 85 for
operation and expansion of the 4C system.

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SUMMARY OF OBJECTIVE 82-06

OBJECTIVE STATEMENT: Task the Office of Security Professional Applicant Review Committee
to Ensure That Enough Qualified Candidates are Hired to Fill Three
Special Agents' Training Classes in FY 1982.

     The Professional Applicant Review Committee of the Office of Security (PARC/OS)
is tasked with identifying, interviewing, screening and recommending the selection of
candidates for professional employment with the Office. This process, although time-
consuming, significantly enhances the quality of the newly-recruited OS professional.
Increases in the authorized professional manning of the Office in FY 1982 and FY 1983
necessitate a very active PARC selection process. Three Special Agents' Training Classes
are scheduled during FY 1982 to train the new employees.

SUMMARY OF OBJECTIVE 82-07

OBJECTIVE STATEMENT: Reduce the Deterioration in Security Attitudes Eroding
                     the Effectiveness of the Agency Mission by Conducting at Least
                     50 Percent of the Remaining Security Reindoctrination Briefings.

        The Office of Security has an ongoing security reindoctrination program designed
to afford each Agency employee a refresher briefing on basic security policies and
procedures. This program is now in its second year and has been highly successful. There
are 26 offices/staffs remaining to be done. These range from large offices such as NPIC
to small, independent staffs. It is projected that reindoctrination of at least
50 percent of these remaining units will be completed by 30 September 1982.

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VI.   RESOURCE IMPLICATIONS

Assuming sufficient resources are allocated to conduct
the basic security program, there are security areas in which
resource shortfalls appear inevitable due to increased taskings
and unfulfilled requirements. Included in this category are
resources to complete the upgrading of our audio countermeasures
effort; to introduce the automation necessary to keep OS abreast
of overall Agency progress in ADP; to develop and institute
effective information systems security programs; and to upgrade
the security of the Headquarters compound, including new building
security requirements. Resources required will include funds and
personnel. The specific requirements are not readily quantifiable
at this time, but details will be furnished as it becomes
feasible to do so.

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SUBMITTED: _____
                   Director of Security

APPROVED: _____
                   Deputy Director for Administration

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